



Strategic Plan

CAMDO 2012-2015

Adopted May 2012 in Vancouver



CAMDO Strategic Plan

Mission

The Canadian Art Museum Directors' Organization is a professional network of peers – Directors of public Canadian Art Museums and Galleries – that advances knowledge and expertise among its members, finds solutions to shared challenges and represents the sector on issues of national significance.

Vision

CAMDO/ODMAC is a current, relevant and effective organization that actively engages and advocates excellence in the cultural sector within and beyond our borders. CAMDO/ODMAC is a dynamic, evolving forum for dialogue, the first place to which art museum directors turn for ideas, advice, and sustaining discussion.

Goals

IN 2015, MEMBER ENGAGEMENT

CAMDO will be representative and reflective of the art museum sector and, through its relevance and currency, will have strong participation of members, with the majority of members attending one or more meetings annually.

LEADERSHIP

Canadian public art museums are recognized for their connection to their communities.
Canadian public art museums are recognized for the value they offer.
National stakeholders rely on us for insight and advice before taking decisions or action.

BEST PRACTICES

CAMDO has a reputation as a leading arts organization that sets and supports high standards for its members.
CAMDO distributes high quality research on issues of importance to the visual arts nationally and internationally.

SUSTAINABILITY

CAMDO has the human and financial resources to deliver the programs and activities needed to achieve its goals.

Member Engagement

There are currently approximately 90 members, 60 of whom attend one or more meetings annually:

- 25% participate in Committees, some of which produce excellent outputs for members; and
- 5% participate in Listserv.

Member engagement has been characterized by great conversations and some important projects (collections, publications).

One way of creating safe spaces at meetings is to ensure that only members attend.

We can improve the level of engagement in the committees by ensuring that every committee or Task Force is tied directly to achievement of the goals outlined in the Strategic Plan.

We can continue to mature as an organization by ensuring that our programming remains relevant and attractive to members and that we communicate effectively with each other using all available channels (website, newsletters, e-mail, phone, LISTSERV).

We can improve the quality of engagement by enhancing opportunities for members from all institutions to get to know each other and by ensuring that meetings are safe spaces for all kinds of conversations.

In 2015, CAMDO will have approximately the same number of members, the majority of whom attend one or more meetings annually.

Members will report that the quality of engagement in CAMDO is excellent.

Francophone members will communicate at CAMDO meetings and events in the language of their choice.

Members will demonstrate through their actions that the level of engagement in CAMDO is high:

- 50% participate in Task Forces;
- 50% participate in the Listserv, in both English and French; and
- 50% purchase services from CAMDO and its affiliates.

Leadership

CAMDO members have the potential to have more significant external impact on matters that affect member institutions and their operations, on attitudes toward art and public institutions and on funding decisions. CAMDO supports such leadership through information gathering and sharing, through research, analysis and consensus building.

Leadership depends on reputation, credibility, singular voice, broad reach, and the preparation and publication of excellent research on topics of importance to members and the broader community.

Members regularly identify issues and ideas that they need to address locally, regionally or nationally. They can count on CAMDO and their fellow members to provide excellent support in the form of research, dialogue and coaching.

CAMDO pays close attention to the environment to have early warning of threats or challenges, and maintains the capacity to respond to such issues in a timely manner.

CAMDO has and can build on partnerships with organizations (VAA, CMA) that have the mandate and the capacity to do the research, issue press releases, establish a presence on social media, and engage with political leaders.

CAMDO members participate in conferences; join Boards and to lead Committees in related organizations around the world, and thereby represent CAMDO and their fellow members to the broader visual arts and arts community.

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Best Practices

CAMDO will have a significant impact on the profession by raising standards, raising the bar for professional practice, providing information on best practices, and potentially enforcing or using moral suasion to ensure compliance.

CAMDO members will identify issues that require standards, or the areas that could benefit from a common approach. CAMDO will conduct research into best practices and share the information among members.

Similar/comparator organizations (OAAG, AAMD) may be canvassed for standards; links can be placed on the CAMDO website for ease of reference.

Sessions at meetings offer insight into best practices. Informal meetings engage experienced/less experienced members in discussions that lead to improvements in practices. Members bring thorny issues to others in whom they have confidence for advice and support. Committees address common issues on an ad hoc basis (i.e., a topic is chosen, a committee is formed and a best practice is identified). Best practices are offered as benchmarks; they are non-binding on members.

Issues may apply to single institutions, or they could affect the entire sector (labour force or technology planning or audience development). Academic institutions may be engaged to address not only research but courses of study (and numbers of graduates)

The continued development of best practices could lead to professional development, awards and other recognition, career advice/management or succession planning support.

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Sustainability

CAMDO requires sufficient, long-term human and financial resources in order to achieve its goals. The human resources are based on CAMDO having volunteer leadership of the Board and a high level of volunteer involvement from members on committees, task forces, and other projects. As well, whether from governments, member fees or other revenue-generating activities, funding will be required for projects and operations. The resources will need to be consistent to maintain the current Executive Director position and also to explore funding to hire additional human resources for specific projects and tasks. For the two meetings per year and other special projects, such as the publication project, we will explore expanding fee-for-service offerings, based on the needs and wishes identified by members.

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Strategic Issues

FACING MEMBERS

Collections and Exhibitions

- Digital transformation
- Copyright; artist fees
- Provenance issues

Role of art in society; value to society

- Challenges to the legitimacy of galleries and museums from politicians and others
- Creative cities movement creates opportunities for galleries and museums as engines of economic redevelopment
- Increasing competition between institutions
- Changing political landscape at national level

Human resources

- Diversity of gallery staff, senior management, and boards
- Succession planning with impact of changing entry level and advancement opportunities in the sector
- Changing face and demographics of volunteers
- Quality, availability and expectations of Board members
- Political involvement in appointments
- Relationship with local institutions of higher learning (producing too many graduates in museology? Creating audiences and volunteers of the future? Faculty engaged as Board members but not visitors?)

FACING CAMDO

All of the above, plus

- Pressure on member budgets means participation in face-to-face meetings is difficult
- Pressure on staffing in member institutions means less time to contribute to CAMDO work
- Aging membership

Background

Of the 77 institutions funded by the Canada Council Program, Assistance to Art Museums and Public Galleries, the majority are already members. Future growth, if desired, would need to come from outside this core and require exploration in terms of membership criteria.

Between 60% and 80% of members attend at least one meeting each year.

CAMDO has alliances with Canadian Museums Association and the Visual Arts Alliance; alliances with ADAC and others are possible. Many members belong to other organizations locally, regionally, nationally and internationally.

CAMDO has engaged in research and projects on matters of common interest; ethical and other standards are discussed. CAMDO has thus far chosen not to be a formal regulator of its members' actions.

CAMDO receives funding from the Canada Council to provide information, resources, advice and advocacy to and on behalf of members. The fact that we receive that funding gives stability and enhances credibility with other organizations (eg Canadian Heritage) who may consider providing project funding.

Judy Wolfe of Consulting Matrix led the development of this Strategic Plan, under the guidance of Robert Labossiere, CAMDO Executive Director; Stephen Borys, Chair, Strategic Planning Committee and Josephine Mills, Chair of the CAMDO Board of Directors. Members of the Strategic Planning Committee included Janet M. Brooke, Shauna McCabe, Brian Meehan, Matthew Teitelbaum, Peter Thompson and Mirko Zardini

Context

External

Political

The tone is changing from 'we believe in art for art's sake' through 'we support art and art institutions as an engine of economic development' to 'where is the value to society?' Financial support will continue to tighten; support will be for specific projects not for general operations. Advocacy is welcomed and supported yet is viewed with suspicion and scepticism (as self-interest).

Competing Organizations

There are many organizations representing the interests of public galleries and museums and offering a range of benefits, from networking to awards to organized trips to international art fairs, to international exhibition exchanges. None is acknowledged as a leading voice on matters on which public art galleries are expert.

Internal

Strengths

Members show a commitment to learning and to working collaboratively.
CAMDO produces excellent, well-attended meetings.
Committees and projects produce high quality results.

Assets

Members – backed by powerful Boards and thousands of their own gallery members of the public, and caring for public collections worth billions of dollars –are viewed as leaders in their field, both locally and nationally.

Partnerships with CMA and VAA offer leverage in the areas of administration, advocacy, research – but reduce CAMDO visibility and potentially flexibility.

The full-time staff and office in Ottawa give CAMDO a strong foundation on which to build, and a visible presence in the national capital.

Challenges

To have an impact on decisions that will affect all members and each member, CAMDO needs to speak with one voice; some galleries want to maintain their own profile.

There are always competing demands for the resources that matter most: time and money
CAMDO cannot do more without more resources (i.e., time or money from members, earned revenue, foundation support, sponsors)